

# DEPARTMENT of MANAGEMENT PERFORMANCE REPORT

## **Performance Results Fiscal Year 2008**

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## TABLE OF CONTENTS

<i>SECTION</i>	<i>PAGE</i>
INTRODUCTION	3
AGENCY OVERVIEW	4-5
KEY RESULTS TEMPLATES	6-17
PERFORMANCE PLAN CHART- All Targets and Results	18-22

## INTRODUCTION

The Iowa Department of Management (DOM) is pleased to present our Performance Report for fiscal year 2008 (July 1, 2007 - June 30, 2008). This report contains information about the services DOM provided over the past fiscal year. This document is provided pursuant to Iowa Code section 8E.210, which requires agencies to report on performance. The report includes an agency overview, templates providing details about key results areas and a spreadsheet that provides all of our FY 2008 performance plan measures and results by core function and service, product or activity (SPA).

# AGENCY OVERVIEW

**Vision:** DOM's vision is to become the strategic planning, finance and accountability center of excellence in state government.

**Mission:** The mission of the DOM is to lead enterprise planning and coordinate enterprise governance systems so Iowans receive the highest return on their public investment.

## Guiding Principles

- Collaborative Leadership
- Long Range Thinking
- Customer Focus
- Data-Based Decisions
- Employee Participation
- Continuous Improvement
- Results Orientation

## Core Functions

- Enterprise Resource Management
- Local Government Assistance
- Adjudication

## Key Services, Products and Activities

DOM's key services, products and activities include:

- State budget development and oversight
- Governance system guidance, technical assistance and oversight – Accountable Government Act (AGA) including strategic and performance planning, Results Iowa and performance auditing
- Lean/process improvement initiatives
- Policy development and analysis
- Revenue estimating and economic forecasting
- Community empowerment coordination
- Enterprise project management
- State Appeal Board administration
- Local government budget certification and support
- Utility tax replacement administration
- Collective bargaining support

## Customers

DOM's services and products are delivered to diverse customer groups. Some customers are internal to state government and some are external. Internal customers include all state agencies, the Office of the Governor, the legislature and staff, other elected officials and the judicial branch. External customers include Iowa residents and

taxpayers, local governments, local community empowerment groups, the state empowerment board, state appeal board claimants, media and state employee labor organizations.

### **Organizational Structure**

To deliver its services and products, DOM employed 32 staff in FY 2008 structured into three teams- Leadership, State and Local Budget, and Performance Results.

### **Operations Budget**

DOM received appropriations of \$3,234,337 for operations in FY 2008. In addition, the department's Community Empowerment operations were funded through a \$400,000 appropriation transfer from the Department of Education.

## KEY RESULT TEMPLATE

### CORE FUNCTION

**Name:** Enterprise Resource Management

### SERVICES/PRODUCTS/ACTIVITIES

**Name:** Planning and Accountability

**Description:** This SPA addresses many areas of the Accountable Government Act (AGA) including coordination of enterprise and agency strategic planning, performance planning and performance measurement.

**Why we are doing this:** To help set strategic direction, provide for accountability and results and enable state government to achieve the most value for Iowans.

**What we're doing to achieve results:** The Department provided guidance and technical assistance to Enterprise Planning Teams (EPTs) in development of the Governor's Leadership Agenda, or Enterprise Strategic Plan. The plan was published in September 2007, and Department of Management (DOM) established quarterly review meetings with EPT's as a forum for discussing implementation progress and identifying potential mid-course adjustments to strategies and/or action steps.

DOM continues to update AGA guidebooks and provide guidance, facilitation and technical assistance to departments in developing and updating their strategic plans, performance plans and measures.

During FY 08, DOM fulfilled requests for assistance with strategic planning from Iowa Workforce Development, Administrative Services, Vocational Rehabilitation, Human Rights-Commission of Asian and Pacific Islanders, and the Iowa Veterans Home. In addition, DOM coordinated delivery of strategic deployment sessions for the departments of Economic Development, Human Services, Natural Resources and the Iowa Veterans Home.

DOM also works with departments quarterly in reviewing and updating their highlighted measures on the Results Iowa website.

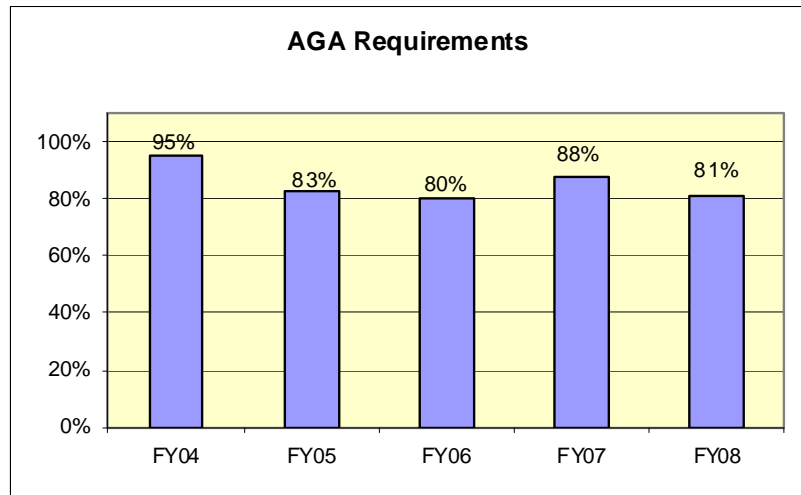
## Results

**Performance Measure:**

Percent of agencies that meet established AGA requirements

**Performance Target:**

100%

**Data Sources:** DOM

**Why we are using this measure:** To document whether agencies are meeting the statutory requirements of the AGA.

**What was achieved:** Agency strategic and performance plans are used to provide a framework for guiding agency action and include measures to help determine success.

**Analysis of results:** Most departments are complying with the AGA requirements by utilizing the performance tools to manage, monitor and improve agency performance. DOM will continue to work with departments to improve the value of planning and measures as effective management tools.

**Factors affecting results:** None

**Resources used:** The General Fund provides resources for 3 DOM staff.

# KEY RESULT TEMPLATE

## CORE FUNCTION

**Name:** Enterprise Resource Management

## SERVICES/ PRODUCTS/ ACTIVITIES

**Name:** Lean

**Description:** Lean is a collection of principles, methods and tools that improve the speed and efficiency of any process by eliminating waste.

**Why we are doing this:** Iowans expect that state government will provide them with the best possible services at the lowest price. Lean can help increase value for Iowans by reducing waste and helping to change the culture of state government to one that increasingly focuses on efficiency and improved results.

### **What we're doing to achieve results:**

Nineteen Lean improvement projects were launched in seven different departments in FY 2008. DOM's Office of Lean provided project training, leadership, co-facilitation and follow-up guidance and oversight for projects.

In the spring of 2007 DOM issued an RFP seeking assistance in facilitating the expansion of Lean in the executive branch. A contract was awarded to TBM Guidon at the beginning of FY 2008. The Office of Lean has worked with TBM to assist agencies in meeting their needs for assistance.

During the second quarter of FY 2008, the Office of Lean and TBM hosted a two and one-half day Lean Government Exchange. The event provided state agency attendees and others from across the country with an opportunity to learn from their peers, the private sector and federal, state and local government presenters about how they applied Lean to meet challenges and improve efficiency in their organizations.

New relationships with the private sector were established in FY 2008 through formation of the Lean Government Collaborative. The Lean Government Collaborative is a partnership between Iowa state government Lean leaders and Lean leaders from Iowa business and industry to promote Lean implementation in state government. The Lean Government Collaborative group meets quarterly to share ideas and resources.



## Results

**Performance Measure:**

Number of new and ongoing Lean Projects achieving improved efficiencies:

**Performance Target:**

20

**Data Source:**

DOM

Nineteen Lean improvement projects were launched in FY 2008 and are achieving improved efficiencies:

1. OEI-Design to start the office
2. IVH-Medication Distribution
3. DNR-Geological Survey
4. DPS-Fire and Explosives Investigations
5. DED-Green Cities
6. DNR-Service Contracts
7. DAS/HRE-Job Classifications
8. DNR-Deer Depredation
9. IVRS-Disability Re-Determinations
10. IVH-Pharmacy
11. DOB-Real Estate & Land Surveying
12. IFA-Compliance
13. DAS/HRE-Recruitment process
14. DHS-Food Assistance
15. ICRC-Housing Complaints
16. DNR-Legal Enforcement
17. ILOT-Procurement
18. DNR-Boat Registrations
19. DIA-Dependent/Adult Abuse Investigations

**Data reliability:** DOM's Office of Lean coordinates the scheduling of Lean events and monitors event follow-up.

**Why we are using this measure:** To identify how many of the events launched lead to improved efficiencies.

**Analysis of results:** We missed our target by one. Some rescheduling issues at the end of the fiscal year prevented achievement of the target. It is expected that the number of Lean projects will increase in FY 2009 and beyond as we continue to build understanding, support and capacity for Lean.

**Factors affecting results:** Limited internal capacity

The Office of Lean is working to build internal capacity in a number of departments to facilitate Lean events. The Department of Workforce Development and the Iowa Veterans Home are working toward facilitating their own events in the near future.

**Resources used:** The General Fund provides resources for 1 DOM staff person.

# KEY RESULT TEMPLATE

## Core Function

**Name:** Adjudication (State Appeal Board)

**Description:** DOM coordinates and processes the State Appeal Board claims to make sure they are filed properly within the limits and guidelines established by Iowa Law under Chapters 25 and 669. DOM notifies the claimants (the public and state agencies) of the Board's decisions and then the amount of the award is disbursed if entitled.

**Why we are doing this:** To meet statutory requirements and serves as the central point of contact to provide oversight and statewide consistency.

**What we're doing to achieve results:** DOM is improving performance by streamlining processes and applying technology as appropriate.

## Results

**Performance Measure:**

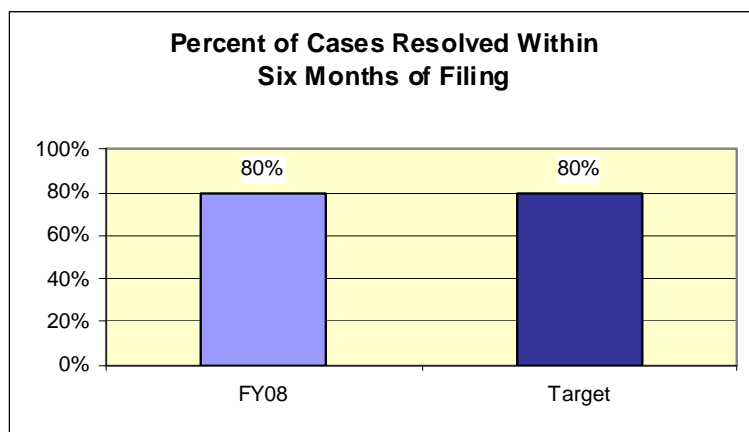
% of cases resolved within 6 months of filing

**Performance Target:**

80%

**Data Sources:**

DOM



**Data reliability:** An independent audit by KPMG is conducted each fiscal year.

**Why we are using this measure:** To ensure that cases are processed efficiently timely, accurately and efficiently.

**What was achieved:** Appeal Board claims were processed timely and within the

guidelines established by Iowa law.

**Analysis of results:** Policies and practices are achieving desired results.

**Factors affecting results:** Lawsuits filed in relation to tort claims prevent resolution of all cases within six months of filing

**Resources used:** The General Fund provides resources for 1 DOM staff person.

# KEY RESULT TEMPLATE

## SERVICES/PRODUCTS/ACTIVITIES

**Name:** State Appeal Board

**Description:** DOM coordinates and processes the State Appeal Board claims to make sure they are filed properly within the limits and guidelines established by Iowa Law under Chapters 25 and 669. DOM notifies the claimants of the Board's decisions and then the amount of the award is disbursed if entitled.

**Why we are doing this:** To meet statutory requirements and to serve as the central point of contact when submitting claims against the State of Iowa.

**What we're doing to achieve results:** DOM is improving performance by streamlining processes and applying technology as appropriate.

## Results

### Performance Measure

- A. % of requests for SAB information delivered within 7 days
- B. % of requests for SAB information delivered accurately
- C. % of SAB claims processed within 3 weeks
- D. % of SAB claims processed accurately
- E. % of SAB budget appeal hearings held by April 30

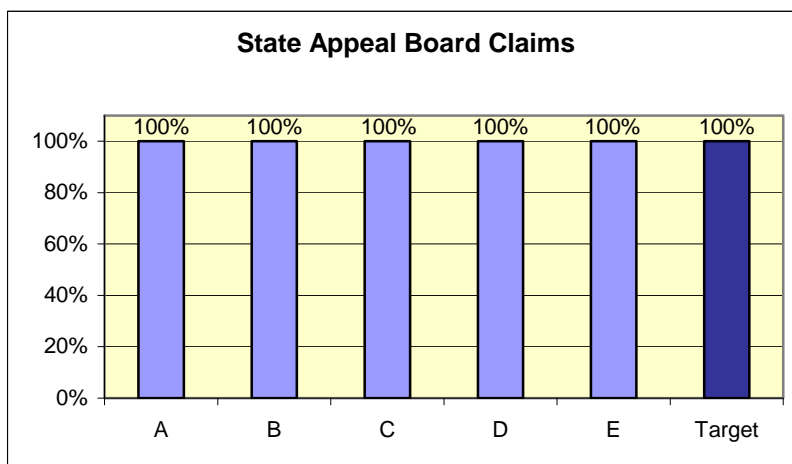
### Performance Target:

100%

### Data Sources:

DOM

State Appeal Board Claims



**Data reliability:** An independent audit conducted by KPMG during each fiscal year

**Why we are using this measure:** Agencies, individuals, legislators, general public rely on the timely and accurate work that DOM performs with regard to the State Appeal Board

**What was achieved:** The appeal board claims were filed timely and within the guidelines established by Iowa law.

**Analysis of results:** A new database system is under consideration. Application of the new database may lead to improved efficiencies.

**Factors affecting results:** Achieving 100% is noteworthy in light of the increasing complexities and additional workload placed on staff because of the number of claims and the I3 Financial System.

**Resources used:** The General Fund provides resources for 1 DOM staff person.

# KEY RESULT TEMPLATE

## CORE FUNCTION

**Name:** Local Government Assistance

**Description:** DOM certifies local government property tax levies. DOM assists local governments in meeting statutory requirements related to budgets, valuations, annual reporting, Tax Increment Financing (TIF) reporting, and utility replacement taxes.

**Why we are doing this:** To meet statutory requirements and to provide a central point of contact providing oversight and statewide consistency.

**What we're doing to achieve results:** DOM is improving performance by streamlining processes and applying technology as appropriate.

## Results

**Performance Measure:**

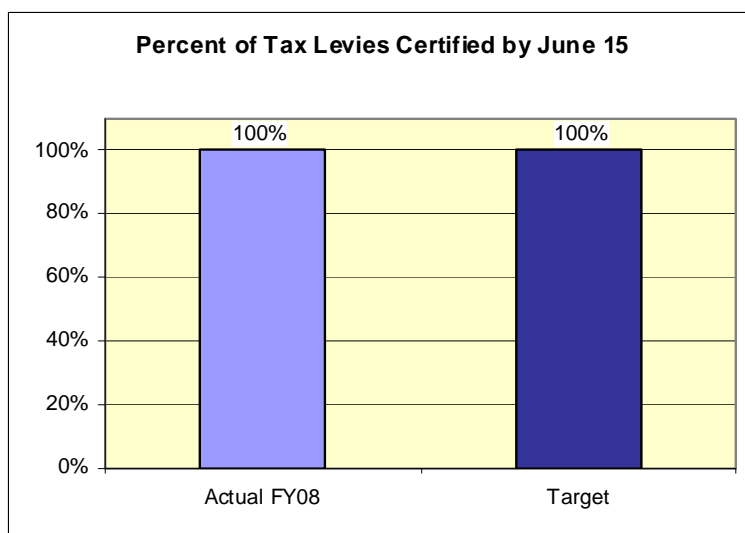
% of tax levies certified by June 15.

**Performance Target:**

100%

**Data Sources:**

DOM



**Data reliability:** Independent audit by State Auditor's Office.

**Why we are using this measure:** Taxpayers, county auditors, legislators, local governments, and the business community rely on the timely and accurate work that DOM performs with regard to property tax certifications, local budgets, school aid, annual reports, property valuations, and utility replacement taxes.

**What was achieved:** Over the last several years DOM has consistently met the June 15 statutory certification deadline.

**Analysis of results:** Policies and practices are achieving desired results.

**Factors affecting results:** Achieving 100% is noteworthy in light of the increasing complexities and additional workload placed on staff.

**Resources used:** The General Fund provides resources for 4 DOM staff.

## KEY RESULT TEMPLATE

### SERVICE/ PRODUCT/ ACTIVITY

**Name:** Local Government Budgets

**Description:** DOM certifies local government property tax levies, processes local government budgets, collects and aggregates statewide property valuations, computes and distributes utility replacement tax billing data, processes annual county reports, processes TIF reports, and determines the amount and distribution of school foundation aid. This includes preparing forms, preparing state and local government software, preparing instructions, and providing extensive local government training and assistance geared to help in the understanding of the processes and reporting requirements.

**Why we are doing this:** To meet statutory requirements, to provide oversight and statewide consistency in these complex functions, and to serve as an independent central repository for budget and valuation information.

**What we're doing to achieve results:** DOM is improving performance by streamlining processes and applying technology as appropriate.



## Results

### Performance Measure:

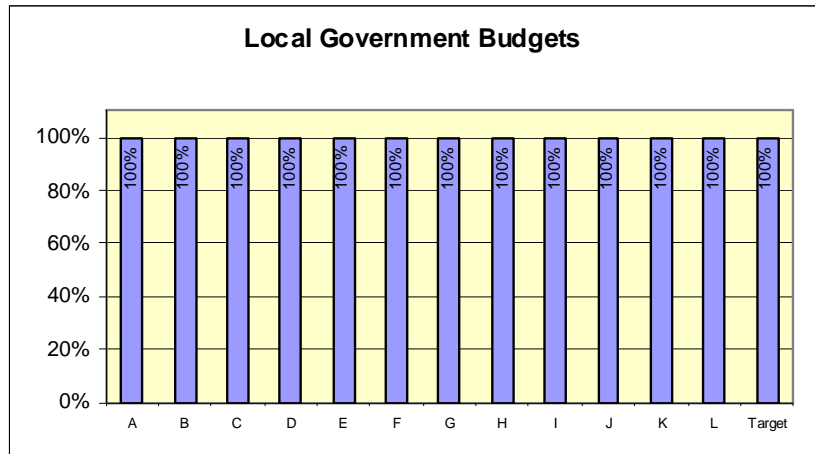
- A. % of city requests for budget materials that are timely
- B. % of city requests for budget materials that are accurate
- C. % of city government rates certified by June 15
- D. % of accurate property valuations on file
- E. % of utility tax replacement tax data delivered to the counties accurately
- F. % of utility tax replacement tax data delivered to the counties timely
- G. % of county budget annual report materials delivered timely
- H. % of county budget annual report materials delivered accurately
- I. % of county government rates certified by June 15
- J. % of school aid payments that are accurate
- K. % of school aid payments that are timely
- L. % of school district rates certified by June 15

### Performance Target:

100% is the target for all 12 measures

### Data Sources:

DOM



**Data reliability:** Independent audit by State Auditor's Office.

**Why we are using this measure:** Local government customers rely on the timely and accurate work that DOM performs with regard to local budgets, property tax rates, school aid, annual reports, property valuations, and utility replacement taxes.

**What was achieved:** Because DOM has consistently the 100% target, those relying on our products/services/activities are better able to meet their responsibilities.

**Analysis of results:** Policies and practices are achieving desired results.

**Factors affecting results:** Achieving 100% is noteworthy in light of the increasing complexities and additional workload placed on staff.

**Resources used:** The General Fund provides resources for 4 DOM staff.

## AGENCY PERFORMANCE PLAN RESULTS FY 2008

<b>Name of Agency:</b> DEPARTMENT OF MANAGEMENT			
<b>Agency Mission:</b> Lead enterprise planning and coordinate enterprise systems so lowans receive the highest possible return on public investment.			
<b>Core Function:</b> Enterprise Resource Management			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
% of time the State of Iowa maintains the AA+ credit rating	100%	100%	Standard and Poors highest rating is AAA  Data Source: Standard and Poors
<b>Service, Product or Activity:</b> Planning & Accountability			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
% of agencies that meet established AGA requirements (Strategic Plans, Performance Plans, Link to Enterprise Plan and Performance Measures, Performance Reports)	100%	81%	See Key Results Template
Number of new and ongoing Lean Projects achieving improved efficiencies	20	19	See Key Results Template
Number of Performance Audits completed	4	5	What Occurred: Exceeded target. Completed audits of Cultural Affairs, Economic Development, Elder Affairs, ICN and Public Safety.  Data Source: DOM

Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
% of time budget system operational and accessible to departments for budget submission	100%	100%	What Occurred: Budget system was accessible for 100% of time during budget submission timeframe June 1-October 1.  Data Source: DOM
% of agencies that submit budget on time (Oct. 1)	100%	100%	What Occurred: All agencies submitted budgets by the statutory deadline.  Data Source: DOM
% Governor's recommendations delivered to the legislature on time (Feb 1)	100%	100%	What Occurred: Governor's recommendations were delivered in mid January and within the statutory time frame.  Data Source: DOM
% of bill summaries/legislative action completed by IGOV deadline	100%	100%	What Occurred: All bill summaries/legislative action requests from IGOV were completed timely by DOM.  Data Source: DOM
Number of people trained in Grants Enterprise Management	400	608	What Occurred: Completed two series of training sessions (3 courses per series) in grant identification, grant writing and grant management. Provided eight. two-day Grant Writing training sessions at Community College sites throughout the state.  Data Source: DOM
Number of competitive grant applications filed by state agencies	100	104	What Occurred: Exceeded target and GEMS continues to provide resources to increase competitive grant activity in state government.  Data Source: DOM

Core Function: Adjudication			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
% of SAB cases resolved within 6 months	80%	80%	See Key Results Template
Service, Product or Activity: State Appeal Board			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
% of requests for SAB information delivered within 7 days	100%	100%	See Key Results Template
% of requests for SAB information delivered accurately	100%	100%	See Key Results Template
% of SAB claims processed within 3 weeks	100%	100%	See Key Results Template
% of SAB claims process accurately	100%	100%	See Key Results Template
% of SAB budget appeal hearings held by April 30	100%	100%	See Key Results Template

Core Function: Local Government Assistance			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
% of tax levies certified by June 15	100%	100%	See Key Results Template
Service, Product or Activity: Local Budgets			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
<b>A. City Budgets</b>			
% of city requests for budget materials that are timely	100%	100%	See Key Results Template
% of city requests for budget materials that are accurate	100%	100%	See Key Results Template
% of city government rates certified by June 15	100%	100%	See Key Results Template
<b>B. Property Valuations</b>			
% of accurate property valuations on file	100%	100%	See Key Results Template
<b>C. Utility Tax Replacement</b>			
% of utility tax replacement tax data delivered to the counties accurately	100%	100%	See Key Results Template
% of utility tax replacement tax data delivered to the counties timely	100%	100%	See Key Results Template
<b>D. County Budgets</b>			
% of county budget annual report materials delivered timely	100%	100%	See Key Results Template
% of county budget annual report materials delivered accurately	100%	100%	See Key Results Template
% of county rates certified by June 15	100%	100%	See Key Results Template

<b>E. School Budgets</b>			
% of school aid payments that are accurate	100%	100%	See Key Results Template
% of school aid payments that are timely	100%	100%	See Key Results Template
% of school district rates certified by June 15	100%	100%	See Key Results Template